

Appendix 1

Options appraisal for Interim arrangements for the replacement of the role of Chief Executive

Options captured from initial Task Group Meeting	
1	Interim internal appointment to Chief Executive for 6-9 months
2	External appointment to a Task & Finish Chief Executive for 6-9 months or longer
3	Mayor to undertake a greater number of Executive functions
4	Seek to temporarily extend the notice of the current Chief Executive

Option 1 - Interim Internal appointment to Chief Executive for 6-9 months

Appointment to be made either to one person 2-3 days per week, or to two people spread evenly

Advantages	Disadvantages
<ul style="list-style-type: none"> Using an internal candidate means that they are already aware of the Council, its processes, members and the individual will be familiar with the role of the Chief Executive (CEX) as currently stands. They will not require a long induction and should be able to make an immediate impact. The post can be filled quickly to ensure that there is no gap between the Chief Executive's departure and the new post holder taking up their duties. The post holder on a secondment can easily return to their previous role at the end of the secondment. 	<ul style="list-style-type: none"> The successful candidate would need to adapt to carry out the role differently. Will an existing Director have the capacity to separate out their roles to give time to both the CEX role and their existing director role. Eg. Director of Adult Social Services (DAS) role is key and something that needs a great deal of focus given to it. The pool of candidates is restricted to those already working in the Council, and therefore may not meet exactly the specific skills for the post. (i.e. if members are looking for fresh eyes, new ideas or a specific style of leadership).

Advantages	Disadvantages
<ul style="list-style-type: none"> • A secondment of this sort will provide a valuable experience for the successful candidate and will improve their career opportunities. • The Council will continue to maintain the benefit of any training, development etc given to the successful candidate as they will remain in the Council at the end of the secondment. • Having one appointee would mean that there was a clear reporting line and consistency of approach and decision making (but this may require 5 day working) • Having two appointees would mean that the workload can be spread across one day a week each. Currently there are existing directors working only 4 days a week who may have capacity to increase their working hours to take on this role. • Between both appointees, there will be cover if an urgent decision is required. • With an internal candidate on board, Members are freed up to focus on the longer term options • There may be development opportunities lower down the organisation as director duties are spread to others. 	<ul style="list-style-type: none"> • Having one appointee from existing Directors for 2 days per week or more would require a re-allocation of work or for some remaining duties of the successful candidate. It may be possible to spread these across the remaining Directors, or there may need to be an acting up arrangement further down the organisation. • Having two appointees from existing Directors could result in a lack of clear direction and decision making. This could slow progress or become dysfunctional. • Current Director functions have key priorities, will these slip if the individual is also performing Chief Executive function. • Will the post holder be able in reality to maintain the role at 2-3 days per week, and will Members, Officers and partners recognise this and prioritise workloads accordingly? • No one may apply internally and the Council may be left with no Chief Executive whilst a more lengthy external process is carried out. • Current Directors on 4 days may not wish to increase their hours (but the job application will give the opportunity to make that decision.)

Option 2 – External appointment (not consultancy) to a Task and Finish Chief Executive for 6-9 months or more

Advantages	Disadvantages
<ul style="list-style-type: none"> • An external opportunity will allow Members to recruit to the skills required for a specific Task and Finish project • This can be an external secondment from another authority or partner (thus opening up the opportunity for full time experienced people to apply without losing their substantive post) • This can equally be a fixed term appointment, seeing the individual staying less than 12 months and therefore not building any employment rights • May suit an experienced Chief Executive who is looking to work part time, or could also be a retired Chief Executive or someone wishing to downsize in terms of responsibility. • Subject to a 6 month probationary period • Will allow a fresh pair of eyes, new perspectives and additional skills to be recruited. • Will ensure that the current Directors can continue to fulfil their roles in their entirety. • There is the opportunity for the Council to gain additional skills and focus on the key priorities. • A secondment opportunity with another Local Authority would enable Torbay Council to benefit from that other LA and their successes. 	<ul style="list-style-type: none"> • Recruitment procedures will take in excess of 3 months to conclude, plus any notice period required by the successful candidate. • A fixed term contract is only likely to attract certain candidates, as people are unlikely to give up permanent posts for fixed term ones. • Failure to recruit may cause delays and leave the Council open to the risk of having no Chief Executive (thus we may end up recruiting from within in any case) • A fixed term external employee will only undertake their normal days of work (2 or 3 days) and the rest of the week will see the Council relying on Directors as deputy Chief Executive. • The successful candidate will need to have a full induction to the Council's processes etc and this could take the duration of the contract. • At the point of Council deciding on longer term options, this person would be eligible to apply along with others for whatever permanent position was available. • Likely to cost more on a daily rate • Cost of advertising • Probationary period may not be attractive to some individuals • Accountability gap between the 2-3 days

Option 3 – Mayor to undertake a greater number of Executive Functions

Advantages	Disadvantages
<ul style="list-style-type: none">• The Mayor currently has the right to undertake these roles without any other agreement.• A senior officer could carry out the remaining functions, or these could be divided up amongst other officers.• A task and finish based post could be created from the remaining functions and be specific and time limited.• No additional appointment may need to be made whilst other options are being considered.• Other roles such as Head of Paid Service, S151 Officer and Monitoring Officer can be increased where necessary to support and remain as independent safeguards.• This option could save money if a Chief Executive were not appointed.• No costs of recruitment• Accountability is made very clear• This would ratify and make accountable much of the current ways of working• There would be continuity for the remaining term of office.	<ul style="list-style-type: none">• The capacity of the Mayor – is he able to carry out additional responsibilities given current diary pressures and length of time it can take to set up meetings?• The role that is left may not be attractive to candidates.• Should there be a change of elected Mayor who then wishes to work differently, bringing back a full time Chief Executive would incur additional costs

Option 4 – seek to extend the notice period of current Chief Executive

Arguments For	Arguments against
<ul style="list-style-type: none">• The post could remain full time subject to the longer term issues being explored (an extension of notice period)• Equally the Chief Executive could be asked to carry on with reduced hours, but maintain redundancy rights at full time salary.• There would be no loss of skill, understanding and experience• The Chief Executive could delegate some duties to directors, and would be able to support them to carry out successfully.• The Chief Executive could be tasked with a specific final project to fulfil a new structure for the future.• Allows for a greater period of handover to any new structure.	<ul style="list-style-type: none">• The current Chief Executive has requested redundancy and may have made plans for alternative work.• The decision has been accepted at Full Council and is public. Therefore an extension of notice may lead to questions and criticism of the Council that it has not managed the process well.• Expecting the Chief Executive to suddenly continue with renewed motivation and expectation when her departure was imminent may be unfair.• The savings may not be realised if the status quo remains.